

24 MAY 1976

MEMORANDUM FOR: Director of Training

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FROM : [REDACTED]  
Orientation Coordinator

VIA : Chief, Functional Training Division

SUBJECT : Course Report, Special Overseas Orientation  
(SOO), Orientation No. 3, 13-14 May 1976

1. General: This was the third running of the Orientation, and it was attended by 80 Agency employees, in addition to 34 spouses, a total of 114. The orientation was conducted in 1A07 Headquarters, during the period 13-14 May. Compared to the April running (52 Agency employees, 17 spouses), this was a significant increase in attendance, and reached the limit (and possibly even exceeded) the room facilities provided in 1A07. It is hoped that with two runnings in June (10-11 and 24-25), the facilities will be less crowded. As indicated in evaluation responses, the current running received somewhat higher ratings on all three objectives over the April orientation, indicating that a number of changes made as a result of a 27 April meeting of all SOO lecture and panel participants were in a positive direction. It is the Coordinator's opinion that except for adjusting the time frame of some presentations (notably increasing the time for Cover, Benefits and Services, and reducing the time for questions after the Terrorist Modus Operandi Panel), and improving the quality of a few presentations, that the current schedule is about as good a one as can be expected, given the diverse interests and needs of a broad spectrum of employees and spouses.

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2. Composition of Class: Of the 80 employees, 27 were from DDA (the majority communications officers), 9 from DDI (mostly [REDACTED]), 32 from the DDO (largely case officers being assigned overseas to diverse areas), and 12 DDS&T (almost all OTS officers). (See Attachment A, Student Roster.) The 34 spouses were about equally represented among the four Directorates. In comparison with the April orientation, the May running had a somewhat higher percentage

of DDO employees and spouses from all Directorates in attendance. There is still some problem as to which employees should take SOO as opposed to CTTTC, as apparently the guidelines which were suggested at the 27 April meeting have yet to be fully implemented among component Training Officers.

3. Class Participation: Considering the large size of the class and the number of spouses attending, class participation was excellent. It was very apparent that the time allotted for the Cover, Benefits and Services talks were inadequate due to the number of questions which were asked. The time allotted for the question period following the panel on Terrorist Modus Operandi probably was excessive (based on evaluation comments), and in the next running, it is suggested that this time be reduced to allow more time for the Cover, Benefits and Services talks. The separate two panels at the end of the second day, one for spouses, the other for Agency employees, generated many questions, but probably suffered from a lack of direction. As will be noted in the attached evaluations, many trainees seem to expect precise answers for their particular situation overseas, an objective which is obviously beyond the scope of a general orientation.

4. Orientation Evaluations: As indicated previously, evaluations of the current running were an improvement over the April orientation. On a rating scale from 1-5, with (1) being unsatisfactory, and (5) outstanding, there were no (1) ratings, fewer (2) ratings, and generally a higher percentage of (4) ratings in the current running, with the most significant improvement being in the third objective. (See Attachment B, Evaluation.) A new critique form was devised for the current running, in possible preparation for computer evaluation, requesting an evaluation on each presentation. Although the results of this evaluation have not been separately tabulated, they provide a quick indication as to how well (or conversely, how poorly) each presentation was received by individual class members. The evaluation format was also revised to allow trainees to comment on areas for possible improvement, shortcomings, the advisability of including the orientation in a one-week training package, and whether the orientation had any significant impact on a pending overseas assignment. As might be expected, a wide range of responses were obtained, some of value, and others questionable, which have been summarized in Attachment B. Perhaps of significance is the response to question 4, "Has the Orientation changed

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your views or attitude in any significant way about your overseas assignment?", which was quite positive in that practically none of the class members found the Orientation intimidating, with the vast majority finding it beneficial.

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One major problem in coordinating an orientation which has speakers from different Directorates is in obtaining consistency in presentations. Although considerable improvement was noted in this running in eliminating complaints of redundancy, the problem has by no means been solved, nor is it likely to be. There were also complaints that some speakers were not adhering to a consistent policy and that it was not altogether clear what [REDACTED] policy was on how an employee should conduct himself/herself should they become a victim of a hostage situation. Added to the above, scheduled speakers continued to be changed with little prior notice, allowing for little preparation or prior briefing. These are problems inherent in this type of orientation, and it is doubtful that much, if anything, can be done to substantially ameliorate them.

5. Changes in Present Running and Proposed Changes in June Runnings: The major changes in the May running from the April Orientation were: (a) reducing the time for the Nature of the Terrorist Threat; (b) moving up the presentation on Dealing with Terrorists and Terrorism from the second day to the first, to follow the film, "Kidnap Executive Style;" (c) adding a separate short lecture on the Bomb Threat Cover, CCS, and Benefits and Services; (d) eliminating a separate discussion on case histories which were available as reading handouts; (e) including a film on "Defensive Driving;" (f) holding a separate panel at the end of the second day for spouses, and another for Agency employees; and (g) making both the first and second day sessions open to spouses. (See Attachment C, Orientation Schedule.) In the main, these changes were well received, notwithstanding some trainee criticism of a need for more time and improvement in quality in a number of presentations previously referred to. In this regard, it might be noted that with such subjects as benefits, cover, and policy, which have to be handled with considerable skill because of the many extenuating circumstances involved, it may not be desirable to go into too much detail notwithstanding trainee critiques.

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The following changes are suggested for the June runnings:

- a. Reduce the time of the Modus Operandi Discussion and Question Period from 50 minutes to 30.
- b. Allow 10 more minutes to both the Cover, Benefits and Services presentations. (The Benefits and Services talk could benefit from visual aids which will be suggested to the speaker. Actually, in the time allotted, the speaker handled questions very effectively, a factor which was not reflected in the comments on his presentation.)
- c. Retain the Track I and Track II as separate panels (as is), but attempt to structure them better. (The Track I panel actually went very well, but as noted by [REDACTED] after the session, present policy on standards of conduct expected of Agency employees in hostage situations is at best murky, and is in need of clarification, which [REDACTED] hopes to obtain from higher Agency authorities. The Track II Panel, requires a senior, knowledgeable, and preferably female employee to chair the session, which up to this point has yet to be found.)

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Atts

- Att A: Student Roster
- Att B: Evaluation
- Att C: Orientation Schedule

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<b>OFFICIAL ROUTING SLIP</b>		
1 C/FTD — CW		
TO	NAME AND ADDRESS	DATE
2	[REDACTED]	2 June 1979
2		
3		
4		
5		
6		
ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE
<b>Remarks:</b> <p style="font-family: cursive;">This well-written report prompts me to comment on the quality of your course reports in general. They are always thorough + reflect a good "feel" for what took place, + your views re each running. Good work!</p>		
FOLD HERE TO RETURN TO SENDER		
FROM: NAME, ADDRESS AND PHONE NO.		DATE
[REDACTED]		2 June 1979
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Special Overseas Orientation (SOO) - 13-14 May 1976

FROM:

Orientation Coordinator

EXTENSION

NO.

DATE

24 MAY 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/OTB  
6D57 Hqs.

25 May

2.

3. C/FTD  
816 C of C

1/28

4.

5. C/TSS  
826 C of C

1 June 76

6. C/PPG  
1016 C of C

6/2

7. ~~C/TSS~~ EO/OTR  
1016 C of C

4 JUN 1976

8.

9. D/OT  
1025 C of C

10. DDTR  
1026 C of C

7 JUN 1976

11. DTR  
1026 C of C

7 JUN 1976

12. C/OTB  
6D57 Hqs.

9 June

13.

C/FTD

9 June

14. Orientation Coordinator  
816 C of C

10 June

15.

25X1A

Excellent analysis &  
report. JH.  
Agree!  
J

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